Analyst Breakfast
Middle East:
Growth in a changing market
3 October 2011
Richard Barrett
Regional managing director, Middle East
Strong foundations

- Established brand – 40 years in the region
- Reputation built on major project delivery
  - Burj Al Arab, UAE
  - Dubai Metro, UAE
  - Durrat Al Bahrain
  - Asian Beach Games, Oman
  - Bahrain World Trade Centre
- 1,750 people – strong local presence
- 10 offices across Gulf Cooperation Council (GCC)
- Truly multi-skill and multi-local.
2010/11 financial performance
Indicative of an improving market

<table>
<thead>
<tr>
<th>£m</th>
<th>2011</th>
<th>2010</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>140.9</td>
<td>136.6</td>
<td>3 %</td>
</tr>
<tr>
<td>Operating profit</td>
<td>23.8</td>
<td>14.0</td>
<td>70 %</td>
</tr>
<tr>
<td>Operating margin</td>
<td>16.9%</td>
<td>10.2%</td>
<td>670 bp</td>
</tr>
<tr>
<td>Work in hand</td>
<td>89%</td>
<td>57%</td>
<td>EXCELLENT</td>
</tr>
<tr>
<td>Average staff numbers</td>
<td>1,629</td>
<td>2,154</td>
<td>(24) %</td>
</tr>
<tr>
<td>Closing staff numbers</td>
<td>1,555</td>
<td>1,867</td>
<td>(17) %</td>
</tr>
</tbody>
</table>

- Margin improvement reflects net recovery of long outstanding debt of c £8m
- Excellent work in hand due to investment in infrastructure skills.
What is driving the market?

- Growing populations and improving living standards creating infrastructure demand
- Government push for economic diversification in energy rich countries
- Move towards public and integrated transport
- Local security issues and international politics – spending on defence and security
- Vision to create world-class cities.

= huge potential
Market outlook
Comparison of project activity 2006-2016

Total forward investment c. US$1 trillion

Source: MEED Projects
Fees accessible to Atkins over the next 5 years in the GCC

<table>
<thead>
<tr>
<th>Sector</th>
<th>$ billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property</td>
<td>6</td>
</tr>
<tr>
<td>Major transportation</td>
<td>6</td>
</tr>
<tr>
<td>Defence, security and communications</td>
<td>4</td>
</tr>
<tr>
<td>Mixed-use infrastructure</td>
<td>3</td>
</tr>
<tr>
<td>Project and cost management</td>
<td>2</td>
</tr>
<tr>
<td>Planning and management consultancy</td>
<td>1</td>
</tr>
<tr>
<td>Energy</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>25</strong></td>
</tr>
</tbody>
</table>
Selected major opportunities

- Property
- Mixed-use infrastructure
- Major transportation
- Defence, security and communications
- Energy

- Defence and security programmes
- Roads infrastructure programme
- Social infrastructure programmes
  - Education
  - Healthcare
  - Housing
- Rail programme
- Nuclear energy programme
- Aviation programme
- Defence programme

Kuwait
Qatar
UAE
Kingdom of Saudi Arabia
Oman
Our focus
By sector

Revenue split by sector
2008-09

Revenue split by sector
2010-11

Expected revenue split by sector
2015-16
Our focus
By territory

Revenue split by region
2008-09

Revenue split by region
2010-11

Expected revenue split by region
2015-16

- UAE 75%
- Oman 7%
- Bahrain 11%
- Qatar 5%
- Kuwait 1%
- Other 1%

- UAE 58%
- Saudi Arabia 8%
- Qatar 5%
- Bahrain 5%
- Oman 11%
- Kuwait 4%
- Other 4%

- UAE 25%
- Saudi Arabia 30%
- Qatar 20%
- Bahrain 5%
- Kuwait 7%
- Other 8%
- Oman 5%
Sector split by territory
2011/12 year to date

UAE
- Property: 30%
- Mixed-use infrastructure: 5%
- Major transportation: 15%
- Planning and management consultancy: 10%
- Project and cost mgmt.: 40%
- Defence, communications and security: 10%

Oman
- Property: 30%
- Mixed-use infrastructure: 5%
- Major transportation: 15%
- Planning and management consultancy: 10%
- Project and cost mgmt.: 40%
- Defence, communications and security: 10%

Bahrain
- Property: 30%
- Mixed-use infrastructure: 5%
- Major transportation: 15%
- Planning and management consultancy: 10%
- Project and cost mgmt.: 40%
- Defence, communications and security: 10%

Qatar
- Property: 30%
- Mixed-use infrastructure: 5%
- Major transportation: 15%
- Planning and management consultancy: 10%
- Project and cost mgmt.: 40%
- Defence, communications and security: 10%

Kuwait
- Property: 30%
- Mixed-use infrastructure: 5%
- Major transportation: 15%
- Planning and management consultancy: 10%
- Project and cost mgmt.: 40%
- Defence, communications and security: 10%

Saudi Arabia
- Property: 30%
- Mixed-use infrastructure: 5%
- Major transportation: 15%
- Planning and management consultancy: 10%
- Project and cost mgmt.: 40%
- Defence, communications and security: 10%
Competitive dynamic in the market

Quality

Breadth

- Architectural and planning
- Building
- Multidisciplinary
- Management consultancy
- GCC-only
- Energy process and power
- Project management and commercial
Differentiators
Skills and knowledge

- Availability of highly skilled resources
- Deep local market knowledge
- Ability to solve complex problems
- Proven delivery of major projects.
Locally established in the region's largest market – Saudi Arabia

- 2009 – licensed for consultancy and project management services
- 2010 – professional partnership with eminent local architect
- 2011 – licensed to provide full architectural and engineering design services
- Offices in Riyadh, Jeddah and Dammam
- Now able to access significant investment programmes and deliver locally.

New KSA partnership formed

Atkins and Mohamed Harasani agreement combines global expertise with local market knowledge

Design and engineering consultancy Atkins is establishing a permanent business presence in Saudi Arabia after forming a partnership with respected Saudi architect Mohamed Harasani to create W5 Atkins & Partners Overseas Engineering Consultants.

The deal unites Atkins’ deep technical expertise and multinational experience with the strong local professional knowledge of Mohamed Harasani, putting the business in an excellent position to capitalise on Saudi Arabia’s rapidly growing market.

Richard Barrett, managing director – Middle East & India for Atkins, said:

“This partnership reflects our commitment to share in His Majesty King Abdullah’s vision for the people and Kingdom of Saudi Arabia to constantly raise living standards through economic development and diversification.”

Mohamed Harasani added:

“This is an incredibly exciting time to be working in Saudi Arabia and I’m looking forward to contributing to our partnership’s long-term success.”
Well positioned to address the challenges of working in the region

- Understanding the business culture
- Need for increased local capacity and capability
- Drive for employment of national citizens
- Scale and pace of projects.

Oman office opening, January 2011
Conclusion
Well positioned for profitable growth

- Long term experience reinforced by high profile projects
- Strong regional brand associated with high quality and expertise
- Successful diversification into new markets and sectors
- Compelling differentiators in a competitive marketplace.

King Abdulaziz International Airport, Jeddah, Kingdom of Saudi Arabia
Questions

3 October 2011

Plan Design Enable
Our work

Examples of projects from across the region
Burj Al Arab
United Arab Emirates

Architecture, civil and structural engineering, MEP engineering, cost consultancy.
Durrat Al Bahrain
Bahrain

Masterplanning, architecture, landscaping, environment, transport, civil engineering, project management.
Bahrain World Trade Centre
Bahrain

Architecture, civil and structural engineering, MEP engineering, sustainable design, construction supervision.
Dubai Metro
United Arab Emirates

Full multidisciplinary design, design coordination of civil works including geotechnical and site investigations and construction supervision.
Mecca Metro
Saudi Arabia

Concept design, civil engineering, procurement and supply chain management, systems engineering and integration, structural design and assessments, stations design and systems.
Asian Beach Games
Oman

Overall site development which includes infrastructure work, 400 boat marina, 500 bed hotel, 500 bed marina apartments, athletes’ village, all games temporary facilities and landscaping.
King Abdulaziz International Airport
Jeddah

Architecture, civil and structural engineering, special airport systems, ICT, design management, construction planning and scheduling, quantity surveying, interior design, infrastructure, ICT, utilities and transportation.
Theming architecture, civil, structural and MEP engineering design, ICT design, acoustics consultancy, security threat analysis, site supervision.
Detailed masterplanning for 51 km² Area A and concept masterplan review for 180 km² Area B.

Khalifa Industrial Zone
Abu Dhabi
ITC Campus, Bangalore
India

Masterplanning, architecture, building services, acoustics, fire and life safety, vertical transportation, sustainable design, ICT and security systems, cost management, waste management.
Lusail Light Rail
Qatar

Architecture, building services, MEP, civil and structural engineering, fire and life safety consultancy.
Dukhan Highway
Qatar

Project management, pre-contract design services, construction supervision, post-contract site supervision for 42-km, four-lane highway and five interchanges
Etihad Rail
UAE

Concept and preliminary design for 1,200km railway stretching across the United Arab Emirates.
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